

PROPOSAL FOR

BACHELOR OF ADMINISTRATION

MAJOR IN HEALTH SERVICES ADMINISTRATION

Joint Programme leading to a Bachelor of Administration with a Major in Health Services Administration.

Introduction:

Students interested in pursuing a career in health management may elect to do the Bachelor of Administration programme with a Major in Health Services Administration. Upon successful completion of the requirements as determined by the Dean of the Faculty of Management and the Coordinator of the Health Education programmes, the student will be awarded a Bachelor of Administration degree with a Major in Health Services administration.

Students must meet the general requirements for admission to the programme as stated in Section 61 of the undergraduate calendar.

The introductory core courses in the Faculty of Commerce and Administration total up to 51 credits, 45 credits are taken from the Health Education programme. A total of 96 credits are required for the degree .

Degree Programme:

Administration Core Courses

In the first two years, the student will concentrate his work in the Faculty of Commerce and Administration in the areas of organizational behaviour, quantitative methods, financial management and administrative skills. Given the heterogeneity of each student as to experience and work responsibilities, students will be able with the approval of both the Dean of the Faculty of Commerce and Administration and the Coordinator of Health Education to obtain exemption from one or more required courses. When such exemptions are granted, students are

required to replace the exempted courses with options. Such changes must have official approval from both the offices of the Dean of the Faculty of Commerce and Administration and the Coordinator of Health Education.

#### Health Services Practicum:

The practicum is an integral part of the Major in Health Services Administration. Students with no previous health services management experience are encouraged to take a summer job in a hospital or other health agency at the end of the 4th semester of study. They would then be ready to take their Health Services Practicum after the 6th semester. Advanced students can take their practicum in the summer prior to starting their 5th semester. In the practicum, students will be assigned to a specific preceptor, who will be responsible for his progress, under mutual agreement with the Dean of the Faculty of Commerce and Administration and the Coordinator of Health Education. The practicum may be spent in a hospital, community health centre or another social agency. A report both by student and preceptor will be required as part of the evaluation of this activity. A student contract between the parties concerned will be drawn up before the start of the practicum.

#### Health Field Projects:

A health oriented administrative research project can be substituted for a regular course by advanced students with a great amount of work experience in health services administration. Such

exemptions can only be obtained by mutual agreement between the faculty, coordinator of health education and the student. An advisor would have the responsibility of supervising the student complete the assigned project and would evaluate the final report submitted by the student.

Programme of Study:

96 credits are required for the Bachelor of Administration, Major in Health Services Administration degree. 51 credits are obtained from the mandatory core offered in the Faculty of Commerce and Administration as listed below and 45 credits are obtained from the Health Education programme in the 4th, 5th and 6th semesters.

Courses offered in the Faculty  
of Commerce and Administration

Courses offered in the  
Health Education Programme

1st Semester

ACC	213	Financial I	3
QM	243	Introductory Business Statistics I	3
ECON	210	Introduction to Macroeconomics	3
MAN	266	Management: Theory & Practice	3
MARK	213	The Marketing Process	3
Total credits/Semester			<u>15</u>

2nd Semester

ACC	218	Managerial I	3
AM	244	Introductory Business Statistics II	3
ECON	209	Introduction to Microeconomics	3
MAN	213	Foundations of Behaviour	3
FIN	314	Introduction to Finance	3
Total credits/Semester			<u>15</u>

3rd Semester

MAN	475	Business Law I	3
QM	313	Managerial Operations Research	3
MARK	350	Marketing Management	3
MAN	340	Organizational Behaviour	3
FIN	315	Introduction to Finance II	3
Total credits/Semester			<u>15</u>

4th Semester

QM	314	Operations Research and Production Manage- ment	3
Total credits/Semester			<u>3</u>

4th Semester

* HEAL	LXXX	Fundamentals of Community Health
* HEAL	LXXX	Data Processing for Health Services
HEAL	L320	Interviewing Techniques and Counselling Concepts

Summer

Course offered in the Faculty  
of Commerce and Administration

5th Semester

MAN 460 Business Policy I 3

Total credits/Semester 3

6th Semester

Total credits/Semester 0

Total credits 51

Summer

/ Health Services Practicum for  
Advanced Students (if not taken  
the previous summer)

Total credits for graduation 51

Courses offered in the  
Health Education Programme

5th Semester

HEAL L212 Clinical Epidemiology  
and Biostatistics 6

\* ECON LXXX Applied Health  
Economics 3

HEAL L401 Public Health Admin-  
istration 3

Total credits/Semester 12

6th Semester

HEAL L403 The Law and the Health  
Professional 3

\* APP.SOC.  
SC. XXX Health Team Develop-  
ment 3

\* HEAL LXXX Financial Management  
of Health Services 3

Health Elective 3

Health Elective 3

Total credits/Semester 15

6 credits / 6

45

Existing Health Education Courses

HEAL L401	Public Health Administration	3
HEAL L403	The Law and the Health Professional	3
HEAL L320	Interviewing Techniques and Counselling Concepts	6
HEAL L212	Clinical Epidemiology and Biostatistics	6
HEAL L418	Current Health Issues	6
HEAL L410	Community Mental Health	6
HEAL L408	Group Structure and the Role of the Community Worker	6
HEAL L209	Personal Interrelations	3

\* New Health Oriented Courses

ECON LXXX	Applied Health Economics	3
APP. SOC. SC. XXX	Health Team Development	3
HEAL LXXX	Fundamentals of Community Health	3
HEAL LXXX	Data Processing for Health Services Management	3
HEAL LXXX	Financial Management of Health Services	3
HEAL LXXX	Health Services Practicum	6
HEAL LXXX	Health Field Project	3

Bachelor of Administration with  
Major in Health Services Management (39 credits)

The courses have been selected to cover the following areas:

- . fundamentals of Health Care Systems.
- . health team development.
- . applied administrative theory

A combination of commerce core and health courses will cover these three fundamental areas.

1. Health Care Systems

Quantitative Methods 313	Operational
Quantitative Methods 314	"
Public Health Administration	"
Law and the Health Professional	"

2. Health Team Development

MAN 213	Foundations of Behaviour
MAN 340	Organizational Behaviour
HEAL L320	Interviewing Techniques and Counselling Concepts
HEAL LXXX	Health Team Development
HEAL L209	Personal Interrelations
HEAL L408	Group Structure and the Role of the Community Worker

3. Applied Administrative Theory

MAN 266	Management: Theory and Practice
MAN 460	Business Policy I
MAN 475	Business Law I
HEAL LXXX	Financial Management of Health Services
HEAL LXXX	Health Services Practicum

## Courses offered in Health Education

(1) Fundamentals of Health Care Systems (6 credits)

HEAL L401	Public Health Administration	3
HEAL L403	The Law and the Health Professional	3

(2) Health Team Development (6 credits)

HEAL L320	Interviewing Techniques and Counselling Concepts	6
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(3) Fundamentals of Health and Disease (12 credits)

* HEAL LXXX	Fundamentals of Community Health	3
* HEAL LXXX	Data Processing for Health Services Management	3
HEAL L212	Clinical Epidemiology and Biostatistics	6

(4) Applied Administrative Theory (9 credits)

* HEAL LXXX	Financial Management of Health Services	3
* HEAL LXXX	Health Services Practicum	6

(5) Community Health Electives (30 credits)

HEAL L418	Current Health Issues	6
HEAL L410	Community Mental Health	6
HEAL LXXX	Legal Aspects of Health Care Services Management	3
HEAL L408	Group Structure and the Role of the Community Worker	6
ECON L540	Economics of Social Welfare	3
HEAL L209	Personal Interrelations	3
HEAL LXXX	Health Field Project	3

### Description of planned new courses

#### HEAL LXXX Applied Health Economics

This course will be taught in workshop and lecture style with the accent on problem solving and modes of problem solving. It will be geared towards decision-making and built around the planning, analysis, and control-cycle. It will attempt to provide students with the ability to demand and utilize relevant, timely, and decision-oriented information.

J. Ferraro, Administrator, Princess Alexandria Hospital

#### HEAL LXXX Financial Management of Health Services

Acquisition, allocation and management of financial resources within the health care institutions. How the global budget is allocated to a particular institution. Budget administration, cost analysis, financial strategies and internal controls are applied to particular work situations.

Prerequisite: Applied Health Economics

H. Cohen, Administrator Health Services, Jewish General Hospital

#### HEAL LXXX Legal Environment of Health Care

A study of the law as it pertains to health care delivery. The hospital/patient/doctor relationships; labour law and collective bargaining. Bill 65, the Professional Code and administrative regulations will be examined. The legal sensitivity, responsibility and vulnerability of the health worker will be discussed.

#### HEAL LXXX Data Processing for Health Services Management

This course will describe organization of ambulatory data systems. Real-time operation functions, and batch process operations. Program evaluation, business office systems, patient activity information systems and visiting forms will be described. Various active processes will be described, their costs and benefits will be critiqued.

#### Bibliography:

Management Information Systems for Public Health Community Health Agencies  
C.N.A. Publication

Urban Comprehensive Health Care Information System  
Denver, Colorado

Instructor: J. Winslow, Ph.D. Biomedical Engineering, 1977  
Research Fellow, Image Processing Lab

HEAL LXXX Fundamentals of Community Health

Current approaches and therapeutic measures employed on in-patient and out-patient basis to the expanding and contracting family to promote health, prevent illness and minimum complications in the individual and disruptive effects of the family are studied. Emphasis is centered on the roles, functions and responsibility of professional and paraprofessional family health team members.

HEAL LXXX Health Team Development

This course will focus upon the "dimensions" of the health team enterprise. It will discuss the ins and outs of team leadership, the essential mechanics in the division of labour, the reality of role bargaining and the cross-currents of organizational directives and policies. Basic elements which must be mastered by all for effective team building will be emphasized. Evaluation of performance will be stressed.

C. W            Ph.D. Behavioural Psychologist, Montreal Children's Hospital  
N.T.L Graduate

Bibliography:

Organization Development, W.L. French and C. H. Bell  
Prentice Hall

Making Health Teams Work, Wise, Beckhard, Rubin & Kyte  
Ballinger Publishing

Health Team Development, Fry, Beckhard, Plovnick & Rubin  
(a programmed text)

## ADDENDUM

A CORE CURRICULUM

(recommended by: Canadian College of Health Service  
Executives )

One of the tasks of the National Co-ordinating Council will be to identify, in some detail, the core curriculum to be provided in each program. The following outlines some of the general areas which will be covered by the core:

- (A) Health Care Organization: concepts of health, illness, sociological view of the sick and the health professions, evaluation of health care in terms of quality, availability, efficiency and effectiveness, and the development of health insurance.
- (B) Canadian Health System: the components of the Canadian health care system (acute care, extended care, community programs, public health, psychiatric care, etc.), roles played by federal, provincial and municipal governments, professional organizations, contemporary issues of cost control, improved organization and delivery of health services.
- (C) Management of Health Facilities: organization of health facilities, roles and responsibilities of the administrator, the Board, the professional and other groups within the organization, relationships with external organizations, institutional objectives, policy formation.
- (D) Health Care Planning: program and service planning at the institutional, community and regional levels, determination of needs, setting of priorities, the planning process, facility design, implementation and evaluation.
- (E) Management Theory: development of management, concepts of planning, organizing, controlling and evaluating, different management approaches, communications and human relations skills.
- (F) Quantitative Methods: introduction to the use of statistics and probability for decision making, basic economic decision models, use of quantitative information.

- (G) Organizational Behaviour: behaviour of organizations, bureaucracy, and other forms of organizational structures, creating and evaluating organizational effectiveness.
- (H) Financial Management: basic accounting, financial controls, the budgeting process, financial information for decision making.
- (I) Personnel Administration and Labour Relations: principles of personnel administration, selection, training, promotion, remuneration, fringe benefits, role of unions, labour negotiations, and contracts, grievance.
- (J) Health Care Law: relevant legislation, consent to treatment, negligence, medical staff privileges, release of information.

This list represents areas to be covered and should not be viewed as a list of courses. Some of these topics might be combined into a course while others might be presented in two or three courses structured as an integrated unit. In development of the detailed core curriculum including the emphasis to be placed on each segment, the Council will utilize the findings of a study now being completed by the Department of Health Administration, University of Toronto.